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United States Department of Agriculture
EXTENSION SERVICE
Washington, D. C.



SUMMARY OF INTRAREGIONAL CONFERENCES ON SUPERVISION, PERSONNEL
PROBLEMS, LAND USE PLANNING, AND PROGRAM DEVELOPMENT

Southern States

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1940

Texarkana, Texas	February 12 and 13
Auburn, Alabama	February 15 and 16
Roanoke, Virginia	February 19 and 20

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Foreword

During February 1940, three intraregional conferences on supervision, personnel problems, land use planning, and program development were held in the Southern States. Participating in these conferences were directors of Extension, supervisors of agricultural agents and home demonstration agents, and members of the Federal Extension Service. Others participating were Hon. Grover B. Hill, Assistant Secretary of Agriculture, and Duncan Wall, Chief, Regional Contact Section, Agricultural Adjustment Administration.

The conference brought out many helpful suggestions for improving supervision and all other phases of the Extension Service. No agency, it was pointed out, has a more important job to do. The challenge left with each Extension worker was, "Will we see the bigness of the job of leading the people who are looking to us for direction and leadership?" Aside from the purely supervision and personnel angles, Extension workers heard Department representatives outline the responsibilities of all departmental agencies in the new emphasis to be given to agricultural conservation.

It was brought out that during the first 25 years of its existence the Extension Service had succeeded in getting the masses of our farm people to accept science. Now the real job ahead is to get science applied to the farm and in the home. Toward this accomplishment three major developments have come into being within the Department of Agriculture:

- (1) The County Land Use Planning Program and the major stake the county Extension agents have in it.
- (2) The major switch in emphasis of the entire Federal Department of Agriculture toward conservation of soil, water, and forest resources.
- (3) The increased emphasis of human conservation and farm family welfare.

To keep this summary from being too lengthy, some phases of the discussion, that might be of interest to Extension workers, may have been left out. However, it is felt that the summary given warrants careful reading and is worthy of study on the part of all Extension workers.

The summaries of talks given by Hon. Grover B. Hill, Assistant Secretary of Agriculture, and Mr. Reuben Brigham, Assistant Director of Extension, are not included here. These papers have been mimeographed and mailed to Extension workers in their entirety.

SUMMARY OF INTRAREGIONAL CONFERENCES ON SUPERVISION, PERSONNEL PROBLEMS,
LAND USE PLANNING, AND PROGRAM DEVELOPMENT

(Each topic is summarized separately, and names of those who presented papers or participated in the discussion are included under each topic.)

How Are We Meeting Our New Responsibilities as Extension Supervisors?

J. W. Bateman, Director of Extension, Louisiana
Miss Etna McGaugh, State Home Demonstration Agent, Alabama
C. E. Brehm, Director of Extension, Tennessee
P. O. Davis, Director of Extension, Alabama

The work of all agricultural agencies centers on one general theme - being of assistance to farm people. With the changing situations of the present time it is necessary that the Extension supervisor keep in constant contact with the people of his territory. A supervisor needs to know more than the person who is being supervised. Supervision is truly an art and a science. It is the key to Extension work.

All Extension workers must keep in mind, "Are we doing what our farm people want done?" If our programs succeed, it is because they are based on a real need of the people and wish of the people.

Extension work is the highest form of education. It is not theoretical education. It is true education, that if applied immediately must be successful. During the first 25 years of Extension work we have contributed more to educational procedure than has been contributed in the previous 50 or 100 years. The time is right for us to contribute twice as much in the next 25 years, as we now have a background basis and we understand the objectives and procedures better.

How many of us sit down and study the job of supervision? What are the characteristics of a good supervisor? What are his responsibilities? We believe that more people fail through lack of a plan than through lack of ability. What plan of supervision do you have? If we are the key that starts the motor of Extension to running, we need to be always analyzing ourselves as supervisors as well as studying the people under our supervision. We need to be creative planners, not only in helping farm people develop fundamentally sound programs but in guiding the growth of the men and women under our supervision. We need to keep an open mind for new ideas and to see the possibilities in each new problem as it arises.

Our responsibility to the Smith-Lever Act has not changed, but we do need to check up on ourselves to see whether we are living up to our old responsibilities and to analyze our new ones. We have a moral obligation to fit into our program the work of other agencies, as far as possible, and to

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do this we must know the objectives, regulations, and instructions relative to each program. Our biggest difficulty is keeping informed on the constant changes in the new programs, as they are not stabilized. Then too, we must have the vision to evaluate these changes. If we are not kept informed on these changes, we cannot supervise something we know nothing about. The function of Extension is not educating people to the new programs, but it is our function to fit all agency programs into the county agricultural program in a way that will make the work of Extension, as well as that of other agencies in the field, more effective.

We must lead our farm people somewhere, always keeping in mind the county agricultural program as a whole. A better integration of programs is needed. We must assist the county agent in every way possible to be a "leader of leaders." Finally, no one is really going to realize the true value of rural life until rural people themselves love it enough to raise it above the commonplace. Are we as Extension workers meeting this challenge?

What Must the District Agent Do To Relate More Closely the Extension Responsibilities of the County Agent to Programs of Other Government Agencies?

George Adams, Assistant State Agent, Texas
Miss Alice Carlson, District Agent, Oklahoma
Miss Mary E. Keown, State Home Demonstration Agent, Florida
A. H. Ward, District Agent, South Carolina
T. R. Bryant, Assistant Director of Extension, Kentucky
Miss Helen Cullens, Acting Assistant Director of Extension, Kentucky

It is necessary, first, that the district agent take an attitude of understanding, appreciation, and constructive criticism toward other Government agencies. He should be familiar with their programs, understand what contribution they can make to improved farming and homemaking, and assist in the development of a county agricultural program which, when carried out, on the part of the farm people and the several cooperating agencies, coordinates the work of all Government agencies. The district agent should assist the county agent in arranging for monthly meetings of representatives of all agencies in the county, where they can discuss their problems and understand one another.

District agents should also be sure that they have a real understanding of the Extension program of work and strengthen the leadership. They should know the resources within the Extension Service. There is no substitute for the Extension Service. It is different from many other agencies in that when a farmer fails to carry out instructions, the county agent does not stop but continues to work with him. The Extension Service keeps on.

In our relations with other organizations we should not be so concerned with who will do the job, but we should be concerned with how well

it will be done, whether or not it will be done at all, and whether or not it will meet a need in agriculture.

If district agents are to have the ability to educate wisely about opportunities offered by other Government agencies, it seems reasonable that they should prepare a workable plan. In making this plan some important points to keep in mind are:

- (1) Put ourselves in the attitude of understanding, appreciation, and constructive criticism, and above all have a spirit of cooperation.
- (2) Have information in order to interpret objectives and plans intelligently for county workers and farm people.
- (3) Have a friendly acquaintance with the personnel of other agencies, giving good will and understanding.
- (4) District agents, men and women, must have a clear understanding with each other about plans for correlating extension work with other agencies. They also need to relate the work of specialists to new programs of other organizations.
- (5) Analyze our own jobs as Extension workers to be fair to Extension work, as we develop plans for cooperation. Sometimes we are overly generous to others. We need to be familiar with the resources within the Extension Service. We should use the new resources and be proud of accomplishments.
- (6) District agents must see that county workers' offices are equipped so that they can cooperate and give their best to the program.
- (7) Assist farm people, county Extension agents, and other agencies with planning and development of a total, or unified, county program based on the needs of farm people, which may determine the programs of Government agencies and to which all Government programs in a county may make a contribution.
- (8) Assist county Extension agents with the organization of informal conferences for representatives of all Government agencies in a county for the purpose of acquainting these representatives with the program of each agency to the end that a larger contribution may be made to a total county program.
- (9) Finally, the district agent should take the lead in correlating the work between the county agents and other agencies.

What Must the Specialist Do?

Roy W. Snyder, Supervisor of Specialists, Texas
L. I. Skinner, Assistant Director of Extension, Georgia
J. H. McLeod, Assistant Director of Extension, Tennessee
J. R. Raines, District Agent, Arkansas
Mrs. Mary Johnson, District Agent, Louisiana
J. M. Ives, District Agent, Oklahoma
Miss Beulah Blackwell, District Agent, Texas
L. B. Massey, District Agent, South Carolina
Addie Hester, District Agent, Mississippi
W. T. Nettles, District Agent, Florida
Emmett Sizemore, District Agent, Alabama
L. B. Altman, District Agent, North Carolina
Miss Bama Finger, District Agent, Tennessee
T. T. Curtis, County Agent, Virginia
Miss Zelma Monroe, District Agent, Kentucky.

To assist in relating more closely the work of the county agent and other Government agencies, the specialist needs to study the programs of those agencies and become familiar with that particular phase which relates to his field. He should then pass the information on to the county agent who can tie it in with his program to make the work more effective. He should take the lead in his field and use every opportunity the action agencies offer as a means of getting better results.

The specialist should keep his program simple and practical, so that his recommendations may be easily followed and the practices carried out at low cost. He should know agricultural trends by areas and have the ability to see problems that emerge and meet them.

It is necessary for the specialist to study and plan. He must study not only all the latest scientific data relating to his specialty but gather all the practical information he can from the field. He must also study how to make practical applications on the farm and in the home. In addition, it is essential that he study methods for getting practices adopted and prepare material that will aid the agents in carrying on their work.

The specialist must teach county and home agents - in groups, individually, and through the mail. It is his duty to train them in subject matter and help them to organize and carry on the work in the county. He must teach them how to establish and use demonstrations. He should demonstrate the approach to putting a job over with individuals or groups of farm people.

Specialists must also teach leaders, but they should guard against becoming itinerant county agents.

In order to accomplish the maximum amount of work on the minimum amount of travel, the specialist should organize his time and plan schedules in advance. He should plan to carry on work during seasons when the most effective results can be obtained, and should spend sufficient time in the office to study and prepare material for the agents. He should also arrange office conferences of all workers to develop plans for group action.

It is not sufficient for a specialist to know his own specialty well. He must visualize the whole agricultural program in order to know where and how to fit his work in. His specialty should be a definite part of the program, but it is only a part. It should fit into the program without overlapping or conflicting with some other phase. A specialist's job is no longer a one-track proposition. His specialty is his major undertaking, but when there is some other service he can render in the program he should be in position to meet the need and meet it to the best of his ability. A specialist should be well balanced.

Backing up the county programs with suitable State-wide publicity is one important responsibility of the specialist. This should be done through popular bulletins, form letters, motion pictures, film strips, slides, exhibit material, and other teaching aids.

The specialist should conduct studies to determine successful methods of organizing and conducting Extension teaching in his particular subject-matter field. He should handle direct teaching of rural people within the county in such a manner as to strengthen the position of the county workers and enable the agents to better meet subject-matter problems after the specialist's departure.

Specialists should be the best-trained people in the Extension Service because they must train the county and home demonstration agents.

Our present method of making county plans of work invites and points to coordination. Since each major agricultural agency participates in making the plans, each one comes to know the program as a whole and the extent to which his or her organization should participate. The district agent should be the coordinator between county agents and other agencies, using the land use planning project as a means of harmonizing and coordinating the recommendations of all agencies. The specialist should point out to the agent how certain provisions of the action programs will stimulate action and accelerate progress in a given field.

The work of the action agencies should supplement Extension teaching and make it possible for the farmers and farm women to carry out more of the recommendations of the Extension Service. On the other hand, Extension can and should increase the effectiveness of the action agencies by keeping the public informed on the various programs and the services they offer.

The first responsibility of Extension workers is to recognize their own sphere of activity and their relationship to other organizations.

Second, they must keep informed on the programs of other Government agencies from the standpoint of immediate objectives, administrative policies, and procedure. Third, it is the duty of Extension workers to have the background information of all action agencies - why such programs are needed and what is to be gained through them.

The county agent is the steering head of the Extension program. Therefore, supervisors and specialists should do all they can to strengthen the county agent and his program in the county.

Setting and Maintaining Supervisory Standards for County Extension Agents.

W. A. Connor, State Agent, Oklahoma
Miss Mae Belle Smith, District Agent, Texas
J. L. Lawson, Administrative Assistant, Alabama
Miss May Cresswell, State Home Demonstration Agent, Mississippi
John W. Goodman, Assistant Director of Extension, North Carolina
Miss Myrtle Weldon, State Home Demonstration Agent, Kentucky

Supervision in Extension work is that function of the organization which helps to determine the plan and the program, maintains and improves the personnel, measures results, maintains proper working relationships with cooperating agencies and the general public, and performs the many other duties necessary to make a smooth-running, efficient, effective, and serviceable organization.

As to the pattern for effective supervision, there may be wide difference of opinion even where conditions are similar. The plan of designating a supervisor to a territory permanently has weaknesses as well as advantages. While under this plan the supervisor comes to know thoroughly conditions and people in his territory and can make a better check of the effectiveness of the program, yet it is possible that development might follow the channel of specialization which is of chief interest to the supervisor, and he may grow passively tolerant where aggressive supervision is needed. Also he may become a victim or a victimizer of politics or other factional cliques, and his strongest abilities as a supervisor are lost to the other part of the State. The plan of rotating supervisors every few years from one district to another has considerable merit. It gives a better distribution of strength and weakness in supervision and tends to create a proper esprit de corps and less of a disintegrated morale.

In setting supervisory standards we might well consider: (1) The relationship of supervision to other functions of the organization. (2) The proper pattern for supervision under existing conditions. (3) The character and scope of the work which is to be accomplished. Regardless of all other considerations the supervisory standard should be aimed toward getting accomplished the Extension job in the county. This involves diagnosis of the condition and the prescription of a remedy, as well as setting the stage for action. It has to do with training, coaching, and

inspiring the county agents, the subject-matter specialists, the 4-H Club leaders, and others who assist the county agents, to get the job done, and it requires numerous intricate adjustments, small and large, to bring about and maintain working relationships and unity of effort.

To avoid confusion among agents, it is desirable that standards and methods be somewhat uniform for the State. Frequent supervisory staff conferences will accomplish this and many other desirable things. When ideas are pooled, discussed, and amended, a sounder and more potent plan is the result.

A good supervisor should maintain a high standard of professional ethics, using his influence to prevent members of the organization from making disparaging remarks about one another and insist that reports on shortcomings of Extension workers be made only to the proper person for the benefit of both the individual and the organization. A good supervisor is tolerant, open-minded, fair, courteous, and consistent. Under his leadership men should become resourceful and aggressive and become potent leaders themselves. County agents should be made to feel that their opportunities for promotions depend upon their own records, and opportunities for professional improvement should be open equally to all. When an agent becomes confused about a policy or procedure, the utmost patience should be exercised in clearing up the matter. One of the best ways to destroy initiative and kill the soul of an individual is to delegate a task to him and then prematurely withdraw the authority or hamper him in the free use of his own judgment and initiative in its performance.

Some of the most effective supervision may be accomplished when supervisor and supervised are sitting together informally. Tactfully, weaknesses may be brought out and suggestions made as to how situations might be improved. The county agent should be guided to take the facilities which are available and use them to advantage in his work - fit the various action programs into his program so that the work will be more effective, and make use of assistance from the central office to the utmost. He should be made to realize that he is an agricultural leader and not a chore boy.

Setting and maintaining a high standard in selecting personnel is of utmost importance. In addition to a college degree in agriculture or home economics, a farm background and an understanding of farm people is most essential. A worker selected on the basis of subject-matter knowledge alone may prove to be a failure, as the job of coordinating programs and reaching all the farm people requires able and aggressive leadership.

Supervisors often fail to recommend the removal of incompetent personnel and thereby lose an opportunity for making progress. We must have the best personnel available if we are to meet the responsibilities which are facing us today.

The agent's subject matter should be kept up to date by the subject-matter specialists through conferences, demonstrations, and illustrative

material. Definite schedules for specialists' visits to counties should be made in advance, and also plans should be made for the work that is to be accomplished during such visits. State and district meetings are beneficial, as the agents are brought into closer relationship and interest is increased in one another's work, thus bringing about a realization that they are all working for a common cause. Judging fair exhibits, visits from one county agent to another, and access to bulletins are also helpful to agents. One great handicap in county agent work is lack of office help. If appropriations for this assistance could be made it would mean a great deal in maintaining a high standard of efficiency.

It is necessary that district agents plan carefully all itineraries if supervisory contacts are to be kept to the highest standard. Meeting with county home demonstration councils and land use planning committees gives an opportunity to keep in touch with agricultural conditions and assists the agent in bringing out leadership of farm men and women. District agents should create a feeling of confidence in the agent. Make him, or her, know that he can express his ideas and be able to tell him if he is doing something that stands in the way of his progress. Also tell him the good things.

Good supervisory standards have to do not only with selecting and placing well-trained personnel, but with helping agents keep themselves trained up to the minute and in a receptive state of mind toward new information, new procedure, and changing conditions. Supervision involves the checking of county programs for progress and results and strengthening the weak spots. A supervisor must know his or her territory thoroughly and maintain a satisfactory working relationship between agents and other county leadership. Other agencies sometimes advise their workers to "use" the Extension Service, and the supervisor must so coordinate the programs that all the agent's time is not taken up with mechanics.

One great danger from the supervisory standpoint is placing an agent in a county and allowing him or her to do a slipshod, half-hearted piece of work when we know he should be moved or jarred out of his groove. The philosophy that the agricultural program must come from farmer thinking does not relieve the county and home agent of the necessity of doing some thinking for themselves. In our desire to be democratic we have become indifferent and standoffish in our supervisory methods.

In home demonstration work some of the ever-present supervisory problems are: Maintaining satisfactory standards with low salary scale, too rapid turn-over in personnel, and distribution of the agent's time so that she may keep in step with the county-wide agricultural program, keep up with the assistant county agent in a strenuous 4-H Club schedule, and meet the requirements of a highly organized home demonstration program.

As Extension work moves forward, methods and standards of supervision must keep step, as supervision is the motivating force responsible for the rate and direction of progress.

What Can District Agents Do To Strengthen County Extension Agent Supervision?

H. C. Sanders, State Agent, Louisiana
Mrs. Esther Kramer, District Agent, Arkansas
C. C. Smith, District Agent, Mississippi
Miss Ethyl Holloway, District Agent, Florida
A. B. Harmon, District Agent, Tennessee
Mrs. Helen M. White, Assistant State Leader, Kentucky.

To strengthen supervision, district agents should, first of all, know their districts thoroughly. They should re-analyze the job of the Extension organization as a whole, laying out for themselves a definite field of activity wholly within the province of an educational organization. We need as never before to have a clear conception of the Extension job and lay out a course of action in keeping with that job.

The district agent should re-appraise the job of supervision and re-think the functions it should include and the methods which should be used. He should check and improve county plans of work and prevent unworkable programs from being forced on an agent. To do this, inventories should be made of the district and careful consideration be given to the strength and weaknesses of the personnel and the program county by county. The programs of county agricultural and home demonstration agents should be correlated and built on the basis of needs. Then too, improvement in the execution of these plans is important. One helpful item is a planned supervisory visit to a county. Go with a definite purpose in view and so notify the agent.

One of the best ways to strengthen supervision is to strengthen the county agent. All the efforts of a district agent will fail unless he, or she, has the confidence of the county agent. A supervisor must be a specialist in human relationships - one who has the confidence of agents, specialists, and the director. He should be able to discuss any shortcomings with the agents and bring out their capabilities. He, or she, has done a much better job when he helps an agent to succeed than when he replaces one. The first aim in supervision is to make the supervised want to do their best, working with each agent in a way that will get results with that particular personality.

Someone has characterized all supervisors in five groups, four unsuccessful and one successful. Each name clearly symbolizes a certain type of supervision:

1. The swivel-chair artist. We all picture him, or her, as the type who stays in his office and never sees the agent at work. He hates to get out in bad weather or tire himself driving about when he can supervise by mail from a seat in the State office.

2. The inspectorial type, or snoopervisor. He would be the sort who drops in for short, irregular visits, carefully counts the unanswered letters, smiles at the secretary, scowls at the Extension agent, acts

mysteriously, calls meetings unexpectedly, quarrels over superficial routine affairs, scolds all agents for the errors of a few, makes each agent feel as though he's been "called on the carpet" at each visit, and holds a strictly one-sided conversation. He never sees the agent at his best work, and never lets him know exactly what he thinks or discusses with him cooperatively any ways to improve himself or his work.

3. The inquisitorial type. He, of course, never compliments, only looks for the worst; keeps the agent in painful suspense. He poses as a pseudo-adviser, who by divine intuition knows all the answers. He does everything in clocklike fashion, calls himself systematic (but he has no humane traits), gets into every county every month, lets every agent know he is being critically analyzed, picked apart, and dissected like a zoological specimen. He demands improvement before such and such a date, fails to see local conditions, and gives the agent no credit for having good judgment of his own.

4. The dictatorial or driving type. We find ourselves heading in the direction of this type of supervision sometimes, because of the pressure of so many new activities and such a wide field of service - too much to correlate, too many campaigns, too many major problems, too many things that must be rushed, too many this or that must have emphasis, until emphasis itself has to be emphasized in order to stand out. We forget that in words of a poet, "Life is such a simple thing, if we'll but live it so."

We need to be calm in our supervision and to relearn the value of simplicity, so that we do not demand the impossible and do not try to cut all our agents by one high-pressure pattern. We should help them to see through the maze of local problems and work to be done, and help them to do first things first. We believe in the kind of advice Samuel Butler gave when he said, "If people would only do the first little thing at hand, that is sound and wise, then the next thing to do would be plain to see, and the next and the next, until presently the trouble would be gone."

5. The cooperative, open-minded type, the real supervisor. He, or she, is the one who has learned the art of listening as well as the art of conversation, who gets ideas from his agents as well as imparts some to them, who makes the agent know beyond a shadow of a doubt that his position is one of helpfulness. His attitude is one of construction always - never destruction. He works with the agent in developing a program, skill, and personality. He makes visits according to a previously thought-out purpose and observes long enough and often enough to form reliable judgments. Mere opinion means nothing to him. It gives way to facts and trustworthy investigation. He replaces guessing by certainties, and encourages, never discourages. He shows appreciation for the ability of each agent and gets the agent's agreement as to how to overcome his weaknesses. He develops in each agent the power of efficient self-direction, the ability to direct his own work critically. His suggestions are given ungrudgingly and are constructive. He grows as his personnel improves, for it is undoubtedly true that "we make the most of our own lives to the degree that we encourage

other men and women to make the best of theirs." We liberate in ourselves those most worth-while things which we help to develop in others.

We all know the kind of supervisors we would like to be, and we know what we have to be to get the best results. We do not all know what kind we are, unless we have stopped long enough to analyze our own thoughts and actions, and study the results of our supervision. Even then, we may be partial in making our decision. Most of us are a mixture of all types, professional and constructive. If we are wise, we will mix the use of techniques and programs, teaching methods and skills, with a large measure of human understanding, for we cannot define supervision entirely in terms of techniques, visits, and conferences. Supervision is more than a miscellaneous collection of procedures. We need to spend less time on routine details, particularly with experienced agents, and more on the challenging problems of supervision, purposes, coordination, stimulation, meeting local needs, and the direction of Extension activities. We should spend time and thought on the development of the agent as an intermediate step in the development of better farms and homes, and particularly better human beings on those farms.

Most of the so-called "routine" functions of a district agent are not so simply handled as might be supposed. He has an important place to fill, as important as he wishes to make it. He exists for the sake of the agent. There is no position in the Extension Service that offers greater opportunity, and no one has more perplexing problems, with mistakes of the young and occasionally the hard-headedness of the old to cope with.

Extension now has traditions. It has standards to uphold. A technically trained personnel has been in the field for several years. New agents coming into the service must be carefully and quickly trained to take over a well-developed program relinquished by more mature and experienced persons.

Tools are important, methods are important, programs are important, but the best product of human labor, whether in our agents or through them in their counties, is better human beings.

In planning for effective supervision, a few points that might well be kept in mind are:

1. Plan together to correlate programs of both agents into a county Extension unit.
2. Supervisors should know the county programs and direct them toward some general goals in keeping with State policies.
3. Give help with office organization and best use of time.
4. Be responsible for financial set-up and contacts.

5. Supervisors should have mutual interest in expansion of program into new counties.
6. Friendly relationships should exist between agents and supervisors.
7. Commendation and encouragement result in increased efficiency and good will.

The New National Program for Conservation of Resources.

J. L. Boatman, Chief, Division of Subject Matter, Extension Service.

The new national conservation program is directed toward a solution of an old problem, that of "using the land without abusing it." While our great agricultural thinkers of the past generation realized full well the threat to our national prosperity through ruthless exploitation of our land and general neglect of soil conservation practices, the Nation was not fully aroused to the need of major adjustments in our farm practices until the National Resources Board issued a summary of our resources in 1934. This report showed that while our remaining soil resources are vast, the losses due chiefly to erosion are appalling. For example, of the present cropland of the United States (415,334,931 acres), 3 percent has been essentially destroyed for tillage, and 61 percent is either subject to continued erosion or is of such poor quality that it does not return a satisfactory income to farmers at the price levels assumed. More than half of this land is particularly in need of good soil conservation practices to prevent serious damage, and even under these practices 76,000,000 acres, or 18 percent of the cropland area, should be retired as submarginal, not suited for production at present.

With this survey as a foundation, and considering the close relationship of human welfare to soil resources, the conservation objectives of the Department of Agriculture were outlined as follows: To conserve human as well as physical resources; to bring about proper land use of all crop, pasture, range, and timber land; to retard and control soil erosion; to maintain soil fertility and productivity at a profitable level; to bring about better living and better security for both rural and urban people; and to protect the water resources of the country - rivers, lakes, and reservoirs. To meet these objectives an Inter-Bureau Committee, made up of representatives of the different agencies of the Department, was set up to study each of the departmental programs and to re-orient them so as to secure the greatest amount of conservation under the existing legislation.

While the conservation problem is an old one, it is new in the cooperative efforts of individuals, organizations, and Federal and State agencies to do something about it. It is new in getting a great majority of farmers not only to "think for their land" but to do something for it, as is shown by the great numbers who are taking advantage of the AAA

practice awards to ~~get~~ lime on acid soils, to apply phosphorus, increase their acreage of legumes, and to improve pastures and carry out planned soil and forest conservation practices. Another distinctly new feature of the present program is the emphasis being given to the conservation of human resources as one of the primary reasons for the need of conserving our natural resources. The live-at-home program for people on the land is an essential part of our conservation program, and farmers' income is a matter of primary interest. Finally, the conservation program is new in that there have been set up in the Department in Washington bureaus charged with the responsibility of dealing with national agricultural conservation.

The Extension Service's part in the National Farm Program will be intensifying the long-standing Extension conservation programs and making utmost use of research data to promote conservation. Educational work along the following lines will be carried on:

- (1) Appropriate use of land and the conservation of human and physical resources.
- (2) The relation of land tenure and leasing arrangements to conservation with a view to working out leasing arrangements that will promote conservation.
- (3) How land and tax zoning may be used to obtain more conservation, including the working out of desirable methods of handling tax-delinquent lands.
- (4) Emphasizing in each county certain specific practices which are most effective in getting conservation or which are most needed, to the end that AAA payments may be concentrated on such practices.
- (5) Where soil conservation problems are of such a nature that soil conservation districts can be made important instruments in working out their solution, informing farm people about them and aiding in setting them up.
- (6) Creating better understanding and greater interest on the part of farm people in farm forestry and shelter belts.
- (7) Arousing the interest of local people and of local road authorities in the control of erosion along all public highways.
- (8) Promoting an understanding of the purposes of special conservation programs where these are applicable, such as flood control, water facilities, land acquisition, cooperative grazing associations.
- (9) Bringing to the attention of rural people the need to provide and maintain adequate farm buildings to prevent wastage of farm products and promote their best utilization in types of farming favorable to soil and human conservation.

It is the duty of the Extension Service to find and train leadership in all our communities to continue with the harmonious development of the many agencies, Federal, State, and local, necessary to develop an adequate conservation program. Assuredly we can expect that 10 years of continuance and improvement in the conservation agencies now in operation will improve farm life to a marked degree and greatly increase our national welfare and preparedness for peace.

What Are the Functions of the Extension Organization and Policy Committee of the Association of Land-Grant Colleges, and How Can the States Aid the Committee With Its Work?

H. H. Williamson, Director of Extension, Texas
Miss Ellen LeNoir, State Home Demonstration Agent, Louisiana
D. W. Watkins, Director of Extension, South Carolina
Miss Lurline Collier, State Home Demonstration Agent, Georgia
C. E. Brohm, Director of Extension, Tennessee
Dr. I. O. Schaub, Director of Extension, North Carolina

All activities of the Extension Organization and Policy Committee originate from the general broad, basic memorandum of agreement of 1914. Its function is to determine and analyze programs, relationships, and legislation as they relate to agriculture and as agriculture relates to other basic industries of the country. The committee develops broad general guiding policies to be interpreted by each State to meet its own needs and local problems.

One of the committee's functions has been to try to develop better relationships and more coordination between vocational education and Extension work in the counties. Another undertaking now under way is to originate in the Washington Extension office a simplified reporting system.

The Extension Organization and Policy Committee has also done considerable work in connection with the Extension workers' retirement bill, the Bailey bill on marketing, and the Walsh-Fulmer Reforestry bill.

A very important step has just been taken by the Association of Land-Grant Colleges in the employment of a full-time secretary who is stationed in Washington and through whom contacts can be made. Director Creel, former director of Extension in Nevada, has taken over this work.

The best way the States can aid the committee is for the workers to become familiar with the organization and set-up and present to it their ideas. The committee will be glad to get communications and expressions from the field at all times, so that members can act intelligently in matters concerning their respective regions.

This committee works closely with the Federal Extension Office in Washington on everything it undertakes to do, and it should be recognized as the proper channel of approach to the Federal Extension organization. We, as a committee, have definitely adopted the policy that, in all our dealings with the various bureaus and Government agencies, we deal through The Federal Extension Office and not directly.

We feel that in the development of agriculture in the United States, the land-grant colleges occupy a key position that should not be overlooked. However, some agencies have failed thus far to realize that situation. We know that as Extension workers we are close to the people, and expect to remain so.

The Extension Organization and Policy Committee offers an opportunity to develop an agricultural policy throughout the Nation.

What Do We Mean by a Coordinated State Program and How Do We Get It?

Shawnee Brown, Assistant Director of Extension, Oklahoma

(Paper presented by E. K. Lowe, District Agent, Oklahoma)

Miss Connie J. Bonslagel, State Home Demonstration Agent, Arkansas

D. W. Watkins, Director of Extension, South Carolina

Miss Ruth Current, State Home Demonstration Agent, North Carolina.

A well-coordinated program is one that strikes directly, with the unified effort of all agencies concerned, at the most significant problems - problems that are vital to the progress and well-being of the people on farms and those depending on the land as a means of livelihood. We would not expect much progress in developing farm people, in its broader sense, unless we set up a definite understandable program based on their needs. We should not depend solely on improved methods of production, but must consider the social and humanistic side of life also if we are to bring about a richer rural life.

In this effort to provide for agriculture a stable and balanced income and to conserve our natural resources, secure greater tenure, and a balanced relationship with the rest of our national economy, the Government has increased the number of agencies dealing with agriculture to more than 20, with which we need to coordinate the activities of the Extension Service. This rapid expansion has brought about considerable overlapping and much working at cross-purposes of the various programs operating in the State. It not only has done this, but has increased the problem of coordination within our own organization. Difficulties have arisen because practices encouraged by one organization do not always agree with those recommended by another. In many instances, the lack of coordination has caused farmers to become critical of the situation.

As a result, an attempt at coordination of programs is being made through the land use planning program. Through participation in this planning work, each agency becomes thoroughly familiar with the objectives and operations of other agencies and is then able to fit into and make its contribution to the agricultural program as a whole. Considerable assistance may be accomplished through a well-organized and well-managed county association of agricultural workers. Such an organization brings about the free, cooperative attitude that is essential in coordination. The task will be less difficult if we will keep in mind that we are all interested in the same problems and the welfare of the same farmers.

Determining the fundamental functions of the Extension Service is important in planning and coordinating a State agricultural extension program. It is generally accepted that the fundamental aim of the Service is the development of farm people. There has been considerable discussion

on what the fundamental functions of the Service are. One of the best statements on the subject is that made by Dr. C. B. Smith several years ago: "Extension work in its deeper significance is defined to develop the man -- to draw him out through his taking part in the worth-while enterprises, through explaining his work to his neighbors, through making reports of accomplishments, through counseling with others on matters of common interest, through study with the Extension agent of his own farm and his own problems, and those of the county, State, and Nation to perfect his technique, to enlarge his vision -- to see that the man grows."

The Service must coordinate its efforts with other agencies in such a way as to be prepared to take care of emergencies, maintain an efficient organization, furnish reliable and unbiased information, and make more effective educational activities relating to the various phases of the agricultural program. If Extension programs, based on problems and solutions offered in land use program building, are followed through, the efforts of our workers, both agents and specialists, will be coordinated. After all, correlation begins in Extension itself, between groups within its own Service.

The new agencies that have come into the field cannot have their own extension service, and we should do their extension work for them. In carrying out our objectives, we are doing a lot of extension work on subjects with which these agencies are concerned and they will depend upon us to handle their extension education.

The specialist is important in the coordination of the various programs. He should have a broad, comprehensive view and be able to select, apply, and adapt information for the other agencies in a way to make his work and that of the agencies more effective.

There are six important words in the Smith-Lever Act: Practical, useful, practical, demonstrations, diffusion, application. Notice the word practical occurs twice. Diffusion and application cannot be considered separately. There are two important words missing - teaching and education. Thus in Extension work it is clear that education is incidental to getting things done. There are two schools of thought in the country now in regard to what Extension work is. One of them thinks of Extension as an educational agency in the old sense of exposing people to useful information. The other school of thought thinks of Extension as not only diffusing information but as getting that which is practical and useful put into practice through voluntary action of the farm people.

We are on the farmers' side in every situation that arises. This does not mean that our county agent and our agricultural college is going to agree with every individual farmer, or even with every group of farmers. We are trying to represent them in their long-time interest. In order to keep our perspective and our outlook we must always be close enough to farm people to know their viewpoints. We must have the confidence of the farm people among whom we work. If we do not have it, we are out of place. If

an agent does not have the confidence of his people, he is a millstone around the neck of his organization as a whole. Farmers want practical advice in meeting the situations they are up against, and the farm family or the community is the only safe place to initiate a farm program.

Finally, we cannot coordinate Extension programs with those of other agencies unless we tie in closely with our own Extension Office in Washington, working through a strong Extension office in the State with all other agencies. When we get an organization set up like that, coordination will become a by-product.

Fundamental Principles and Procedures Involved in Planning County Agricultural Programs.

P. D. Hanna, District Agent, Texas
Miss Tom Bourg, District Agent, Louisiana
C. E. Tisdale, County Agent, Texas
Miss Frances Punchard, Home Demonstration Agent, Texas
L. C. Westbrook, District Agent, Georgia
Mrs. Emma Lindsey, District Agent, Mississippi
O. M. Clark, Extension Economist, South Carolina
F. S. Sloan, District Agent, North Carolina
Miss Helen Cullens, District Agent, Tennessee
Miss Jesse Hammerly, Home Demonstration Agent, Virginia
William H. Lyne, County Agent, Virginia

The purposes of a county agricultural program are to set forth the specific lines of work that the county plans to develop, the methods that will be employed for each line of work, the timing of activities according to methods, the assistance needed from all available sources, and the results expected. The program is based on recommendations of the Program Planning Committee, which has studied the agriculture of the county in the light of all available information and experience. Since it is impossible to attempt development of work on each specific problem of a county, it is imperative that problems be selected carefully and on a basis of the greatest good to the county's agriculture.

The plans for this program must be developed by the farmers and farm women with the assistance of technical or paid workers. They must be built from the community level up to the county level. The farmers and farm women know local conditions and needs and can furnish information obtained through experience, while the technical worker has information secured through research and educational experience. To correlate these sources of information into recommendations which are sound and far reaching, there must be a free two-way exchange of ideas.

Planning must take into consideration the farm and home as a unit. Men, women, and older youth should take part, creating a spirit of real enthusiasm on the part of all to help surmount the obstacles.

Community meetings and county planning committee meetings provide the organization required for planning the program. The county planning committee should be analyzed to see that every phase of county extension work is represented thereon, such as the home demonstration council and 4-H Clubs.

To begin with, all resources of the county must be known, the problems must be studied, and the facilities that are available for attacking the problems should be clearly understood. The planners must have definite knowledge of what the program shall include and determine what the problems really are. To provide this knowledge, surveys, maps, and studies must be made. The county should be divided into areas, and needs determined according to each area. Under Extension leadership the community might be mapped and classified according to physical features, land use, type of farming, and the like. A valuable source of information is data from farm and home management records. One problem is related to another, and in most cases the selection of one problem will mean concentration of effort on many different problems. Avoid spending too much time on any one enterprise. The efforts of agents, specialists, leaders, and administrative workers must be coordinated, for each has a valuable contribution to make in the program of work. The committee must take into consideration the things the local people can actually do and plan out by themselves and then those that require technical assistance.

Through it all there are four major objectives: (a) The best long-time use of the land; (b) conservation of the soil, timber, wildlife, water, and human resources; (c) an adequate permanent farm income; (d) a happy, satisfied life.

When the program is finally agreed upon and recommendations made by the planning committees, the next step is to put it into practice by the people. This is done by systematic demonstration follow-up according to Extension educational methods. A copy of the program is furnished to all members of committees and to all agencies represented. Each agency makes a contribution in its respective field in accordance with this program which has been determined by the people themselves. There is a big opportunity for Extension in helping farmers with procedures in carrying out the program.

The farm and home unit demonstrations have taught us much. These demonstrations will give a great deal of needed information so that some of the guesswork will be eliminated. In these we have an opportunity to attack all the major problems on the individual farm and in the home at the same time in a unified program rather than to demonstrate a single farm or home practice (the old Extension way). It is probably the most difficult piece of work we have undertaken, but it is believed that through the long-time planning and the farm and home unit demonstrations (actually making the demonstration of long-time planning) we have a challenge for a "New Day" for the Extension Service.

In Mississippi a subcommittee of the Agricultural Policy and Program Planning Committee is the Committee on Farm Family Living. Plans made for farm family living, including foods, clothing, housing, conveniences, and the social and cultural values, should be as sound as those for soil building.

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In Mississippi a subcommittee of the Agricultural Policy and Program Planning Committee is the Committee on Farm Family Living. Plans made for farm family living, including foods, clothing, housing, conveniences, and the social and cultural values, should be as sound as those for soil building.

Agriculture knows how much real income the land will produce; home economics knows the level of living that income will furnish the family. The two programs can complement and supplement each other. Men forget, so many times, the social and cultural values involved in farm family living.

A food study made in Mississippi involving 75 families showed that a majority of families are getting insufficient amounts of iron and Vitamin C and insufficient amounts of calcium and phosphorus.

Hazel Stiebeling, senior food economist, in her report on Nutrition in Relation to Farm Income, Home Production, and Land Use, says, "In examining the diet records of farm families the country over, the deficiency is likely to be in Vitamin A, calcium, and in Vitamin C, which being interpreted means dairy products, eggs, vegetables, and fruits."

Does it make any real difference to the health of the Nation whether the diet includes the large amount of protective foods required, or not? This is extremely important, says Miss Steibeling.

Miss Steibeling, from her studies, makes the conclusion that, "There will not always be found a better diet on the farm where there is a better income; that education as to good nutrition is essential; and that where food is produced on the farm, a better diet is found than where it is expected that cash income will be used to purchase food."

Home demonstration women's activities can be directed toward getting nutritional education themselves, and then convincing their husbands that some of the land use planning must be directed toward use of land for growing gardens, orchards, and food crops to supply the lack of foods. The land use planning meetings have offered the opportunity for women to learn about the problems of land use from the point the view of the State, the county, the community, and finally their own farm families.

The home demonstration agent can make her greatest contribution through educational programs in community organizations composed of family memberships. Education is needed to teach the family proper values in health. For example a club girl needed dental work. There was no money. Yet, the girl's club records show that she has had two or three permanent waves, costing \$2 each. So we find our rural people, at 25 or 30 years of age, with no teeth.

Rural youth will inherit the farms of the Nation, but their surplus numbers will go to maintain population in urban centers, and so will be a leaven in keeping it sane and wholesome. We are concerned over the migration to the city from the farm. We must study reasons for this unrest and this desire to leave the farm. Among them there is a need to emphasize in our teaching the social significance of attractive and convenient homes on the farms. Surveys show that lack of conveniences and lack of social experiences are two major reasons why youth are leaving the farm. Farm men and women must realize that some value must be placed on this side of farm family living.

We are not interested in increasing incomes as an end in itself, but as the means to obtain the more valuable and worth-while things of life. We must keep open minds for what that future holds for the family.

Leadership already found must be developed, and more leaders must be found.

After all the planning and program making, action must follow; programs must be carried out. We must get definite results on the goals fixed. Much enthusiasm will be needed.

It remains to be seen whether we can educate through planning for community action and whether farm people can plan local adjustment programs which will meet the needs of their community and be carried out locally, or with the aid of the action program. We are on the road and believe that it can be done.

Procedure in San Saba County, Tex. San Saba County was one of the two counties selected in 1938 for intensive land use planning work in District 7. At this time we knew very little about program planning or land use planning. Being an "intensive county," we were told that technicians would assist us in developing related data on the agricultural resources of the county to present to the committee for them to study before making any recommendations. If planning was a good thing, we wanted to do a lot of it. There is an old Extension saying that "It is not what you can do yourself, but what you can get others to do that counts." This looked like an opportunity to get others to doing something.

First, the county was divided into eight distinct areas through the use of a soil survey and a county map. Then community or area committees were selected with the assistance of the county AAA committee and the commissioners' court. These committees consisted of from three to five interested and well-known men and two women from each area. The home demonstration council assisted in the selection of the women. By use of AAA records and a map of the county, planning specialists worked up data to present to the area committees, and meetings were called to run for four days, with two areas meeting each day. The mornings were given to joint discussions and the afternoons to separate group meetings. At each group meeting a chairman was selected who would become a member of the county land use planning committee along with representatives of Federal and State agencies. This group was informed that they would formally review and approve the report before it was printed.

To obtain further information for the report, a livestock survey was made in cooperation with the AAA. This survey included other information on tractors, trench silos, terraces, poultry, gardens, ventilated pantries, and essential data to tie in with the acreage records.

After the report was finally approved, the next problem was to take the land use planning program to the communities. At the community meetings it was brought out that farm people must study and discuss their problems and express their ideas of how they could be solved.

The report for the county was printed and immediately distributed to all members of committees and to the agencies represented. Our program is general but flexible, and we have already accomplished several things. We have the most complete and up-to-date information about the county ever assembled, and it is in understandable and usable form. We are going to keep active and keep planning.

Where county land use problems are too extensive to be solved by local people, the county land use planning committee will take the lead in aiding the people with their local problems, and recommendations will be made on a community basis with the assistance of the different State and Federal agencies located in the county.

The land use planning committee in San Saba County made the following definite recommendations for the county: (1) That the Soil Conservation Service assist the committee in making a "vegetable matter survey," dealing with grasses and other vegetation, fertilizers, land management practices, etc. (2) That the AAA employ a field man under the supervision of the county agent to "lay off" terrace lines and enable more farmers to be reached and more land conserved. (3) That the 1917 soil survey be checked for accuracy. (4) That a water facilities project is necessary for the utilization of excess water and for better wells, springs, and dams. (5) That a tax survey be made to help reveal the many causes of farm troubles. (6) That a public health survey be made of living conditions because of the results of the 1938 flood.

These recommendations will be carried out through the work of the following groups: (1) County home demonstration clubs, (2) 4-H Clubs, (3) the county home demonstration council, (4) community agricultural meetings, (5) AAA meetings, and (6) specially called meetings by the chairman of the land use planning committee to solve and plan a definite method of procedure to develop a unified program to present to the different areas, so that the farm family will be better educated and the needs confronting them now will be possibilities in years to come.

Progress Being Made on Correlation of Local Planning Activities of the Agencies Working With Farm People on Related Farm and Home Problems.

Dr. W. R. Horlacher, Director of Extension, Arkansas
Miss Mildred Horton, Vice Director of Extension, Texas
W. S. Brown, Director of Extension, Georgia
Miss Lonnie I. Landrum, State Home Demonstration Agent, South Carolina
Dr. I. O. Schaub, Director of Extension, North Carolina
Miss Maude E. Wallace, Assistant Director of Extension, Virginia

Closer correlation is being effected in the State of Arkansas by the organization of State and county agricultural clubs whose membership includes employees of all agricultural agencies and agricultural leaders. Such organizations have been formed in more than half of the counties in the State, and one of them, the Harrison Club, with membership in five

counties, is proposing the formation of an American Society of Agricultural Workers. The purpose of the club, as set forth in the constitution prepared by the Harrison Club, will be to study agriculture from both a practical and scientific viewpoint and to coordinate all agricultural agencies and services toward the advancement of agriculture.

Agricultural leaders and employees of all agricultural agencies must work, talk, and think together - must want to know how the activities of each agency will influence and fit into the work of the other agencies, if one agricultural program for the State is to be evolved. The personal equation is the whole story in correlating agricultural agencies, and this correlation will be successful to the extent that it is the result of a common interest in the agricultural welfare of the State and Nation. The framework of correlation means nothing without the spirit of correlation.

In Georgia technical groups have been formed, composed of technical representatives of the different agricultural agencies operating in the county, to meet and discuss freely the fundamental farm problems, what each agency's program is designed to do, and how it is functioning toward the solution of these problems. The county agent is chairman of the group. They meet on an average of once a month. This technical group has furnished the avenue through which the representatives of different agencies can meet on common ground and discuss their objectives and problems. It has cleared many misunderstandings and provided information on new developments in agency programs. It has enabled each representative to see more clearly how the other agricultural agencies fit in, and it has provided the medium through which to determine methods of attack on related problems and to encourage teamwork in making the attack.

The one thing around which the several agencies are correlated is an all-inclusive county agricultural program formulated by farm people with the advice and assistance of the technical workers. In each county a program planning committee, consisting of farm people, has been established. This committee is assisted by the technical group acting in an advisory capacity. A farmer is chairman of the committee and the county agent is executive secretary. An indication of progress is the fact that more than half of our counties submitted in 1939 copies of certain long-time phases of their programs, in addition to programs for the current year.

Correlation in action on the formulated program is more difficult. Plans of work were requested for the county showing the problems to be attacked, the method of attack, and the responsibility of each agency in the county toward the solution of the problems. These plans were developed by the technical group with suggestions from the program planning committee as to the problems needing immediate attention. Each county is being requested to formulate their plan of work for 1940 and check regularly on its development within the technical group at meetings.

In South Carolina the majority of the farm membership on the county program planning committees have functioned since the beginning of this type of planning 4 years ago, though every committee has increased its total

membership of both women and men. In this way the advice and knowledge of the experienced members, with added thought from the new members, has resulted this year in the most satisfactory planning meetings yet held, and in more comprehensive and complete programs of work for 1940. This year for the first time every county committee was asked to add one outstanding 4-H boy and one girl with leadership ability to the committee. As a result, 30 4-H Club members and 16 older youth members attended the county program planning meetings and contributed suggestions relating to the needs of rural young people.

During the 4 years of this work, the South Carolina County Planning Committees have included membership from the various agencies functioning in the counties, such as the AAA, Farm Security, and Soil Conservation Service. Land use mapping has been completed in Newberry County and is nearing completion in five other counties. As soon as possible this intensive planning will be conducted in other counties and expanded until all counties have been reached. Seven more counties will be started in 1940. This phase of planning is incorporated into the program planning for the county as a whole. The part that each agency will play in carrying out the county program can be more clearly defined with the land mapping and other data available for the committee. There has been decided willingness on the part of all representatives of cooperating agencies to take hold of the work cut out for them to do, with the exception of the vocational education workers who are being hindered by State supervisors from accepting duties involving cooperation with other departments.

In North Carolina some real progress has been made in Caswell County land use planning. The work has been organized on the township basis, and maps have been made showing how problem areas have crossed township lines. Extension, FSA, SCS, AAA, Vocational Education, and highway organizations all worked up a township program with farm people. County-wide goals were set up on a long-time basis, and 1940-41 goals were set up for each agency concerned.

In Virginia the program is beginning to get above the soil and is taking into consideration health and other subjects. Farm women are participating in planning activities, as farm women must have information on the farms. In 1938 the local organizations in counties were changed to county home making boards, as to supply leadership for other agencies coming in. The family food supply program (home garden) and unit farm and home demonstrations are tools for coordinating the work of all agencies.

How May We Use Discussion Groups in Bringing About a Better Understanding of Our Farm and Home Problems and the National Programs for Agriculture?

Duncan Wall, Chief, Regional Contact Section, Agricultural Adjustment Administration

Though this part of the program varied somewhat at the three conferences, the outline of thought at each was about as follows:

The group was asked to join freely in discussion and to consider first the nature of problems and programs which farm people, Extension workers, and other agricultural workers need to understand. Discussion developed that problems and programs revolve around the individual farmer's and the public's interest in: (1) Building and maintaining a productive farm "plant." (2) Producing food and fiber at utmost efficiency in this farm plant. (3) Exchanging this production on a fair basis between farm and city people. (4) Utilization of the farm goods and the city goods obtained by exchange so the farm family may have a living closest to its desired standard.

Then discussion swung to the nature of solutions which must be applied to problems which lie in these fields. The thought developed that some problems - many of them, for instance, in the field of efficient production - can be solved by the individual farmer on his own farm without cooperation from his neighbors or anyone else. Some require at least neighborhood joint action, such as the control of a watershed to conserve soil. Some require very wide cooperation, or joint action, in which city people as well as farmers must join, if a solution is to be found. Among these are problems of fair exchanges of the goods farmers produce for the goods city people produce.

Next the idea was developed that people will not engage in joint action until they themselves decide to. It cannot be imposed upon them if we are to retain the kind of democracy that all of us want. That means that a "teacher" cannot "tell" the people what they must do, or should do. Upon many of the questions, our society has not yet worked out answers and the people are engaged even now in deciding them. In deciding them, study of all factors is important, and among such factors are the attitudes and viewpoints of other people.

In this field of group social and economic decisions and action, there is work for Extension people and other agricultural workers. The work, however, is not to "tell people what to do," but to lead them to consider all factors before they reach decisions and take actions with others in their groups.

By what technique is this done, was the next question that the group considered. The chief means considered was discussion. By discussion people learn to know and respect the viewpoints of others, and contribute their own experience to common thinking. They are stimulated to look at and look for facts which they had not heretofore considered. They learn to "give and take," as citizens must, in a democracy. They actually practice democracy.

Discussion, the group said, was no new thing. Not self-conscious "discussion groups," but simple, old-fashioned, corner-store cracker-barrel "discussion in a group," was the ideal, a number said. Not "articulate ignorance, but discussion that revolves around a point, that brings in facts, that creates thirst for more facts," is an ideal, too, said others.

All these involve both finding and training of leadership, and the creation of opportunities for discussion, it was pointed out. Then discussion swung to what Extension workers can do to develop local leadership for dis-

cussion and opportunities for its practice, in connection with the jobs which discussion can best do. A number were pointed out, such as programs of 4-H Clubs, home demonstration clubs, agricultural councils, farm organization meetings, and so on. The idea seemed to be that by giving conscious thought to the use of such opportunities, Extension workers can help farm people make more and better use of the tool of discussion.

Those Attending Conferences

Directors and State Agents

Alabama:	P. O. Davis, Director J. L. Lawson, Administrative Assistant Etna McGaugh, State Home Demonstration Agent
Arkansas:	W. R. Horlacher, Director Connie J. Bonslagel, State Home Demonstration Agent
Florida:	Miss Mary E. Keown, State Home Demonstration Agent
Georgia:	W. S. Brown, Director L. I. Skinner, Assistant Director Lurline Collier, State Home Demonstration Agent
Kentucky:	T. R. Bryant, Assistant Director C. A. Mahan, State Agent Myrtle M. Weldon, State Home Demonstration Agent
Louisiana:	J. W. Bateman, Director H. C. Sanders, State Agent Ellen LeNoir, State Home Demonstration Agent
Mississippi:	May Cresswell, State Home Demonstration Agent
North Carolina:	I. O. Schaub, Director J. W. Goodman, Assistant Director Ruth A. Current, State Home Demonstration Agent
Oklahoma:	Shawnee Brown, Assistant Director W. A. Conner, State Agent
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Tennessee:	C. E. Brehm, Director H. S. Nichols, Assistant Director J. H. McLeod, Assistant Director Helen Cullens, Acting Assistant Director

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Specialists

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Arkansas:
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Roy Sellers, Marketing
S. A. Moore, Poultry
E. J. Allen, Horticulture
F. J. Shulley, Forestry
Walter M. Cooper, Statistician
Anna J. Holman, Assistant Editor

Florida:
A. L. Shealy, Animal Industrialist

Louisiana:
J. L. Lee, Farm Management

Oklahoma:
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J. W. Boehr, Dairying
Martha R. McPheeters, Foods and Nutrition

South Carolina:
O. M. Clark, Farm Management

Texas:
Roy W. Snyder, Supervisor of Specialists
Dosca Hale, Parent Education and Child Development
Mrs. Dora R. Barnes, Clothing
Amanda Louise Bryant, Home Management
Helen H. Swift, Rural Women's Organization
C. E. Bowles, Marketing
C. L. Spacek, Land Utilization
E. R. Eudaly, Dairying
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T. R. Timm, Farm Management
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C. W. Simmons, Forestry
E. A. Miller, Agronomy
W. L. Scott, Land Utilization
F. E. Lichte, Cotton Gin
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Frances Punchard, San Saba County

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